



IWD UI Tax Collection Kaizen Event Report Out

Chester's Collectors
Jan. 12 -16, 2009

The Opportunity

LeLoie Dutemple, Sponsor

Chester's Collectors

Amy Carrell



Dana Barrer, Joe Bervid, Amy Carrell, Brandie Cummings, Tena Gaskill, Dan Halferty, Tyler Hauf, Randy Hendrickson (Roger Blue), Ryan Murphy, Mike Rohlf, Dennis Schwartz, Carol Tanner, Barb Tapscott, Sandra Taylor, Jason Tryon

Scope

Jason Tryon

- **This event will address the UI Tax collection legal process starting from the time debits are due and correct to the time debits are paid or deemed non-collect for contributory employers.**

Goals

Tena Gaskill

1. Increase the percentage of collection actions taken against employers who have collectable outstanding debt
2. Reduce the time it takes to complete legal steps
3. Increase revenue

Objectives

Dan Halferty

1. Standardize process including payment plan terms & filing of lien
2. Collect more money faster
3. Document process
4. Update training & procedure documentation including garnishments, estates, bankruptcies, & foreclosures
5. Standardize reporting spreadsheets
6. Decrease handoffs (attesting documents)



Kaizen Methodology

Ryan Murphy

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process designed by end of week)
- 5S “mindset”--use the steps to support the event activities
 - Sort, Set in order, Shine, Standardize, Sustain



Current Process

Dana Barrer



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Brainstorming Themes

Brandie Cummings

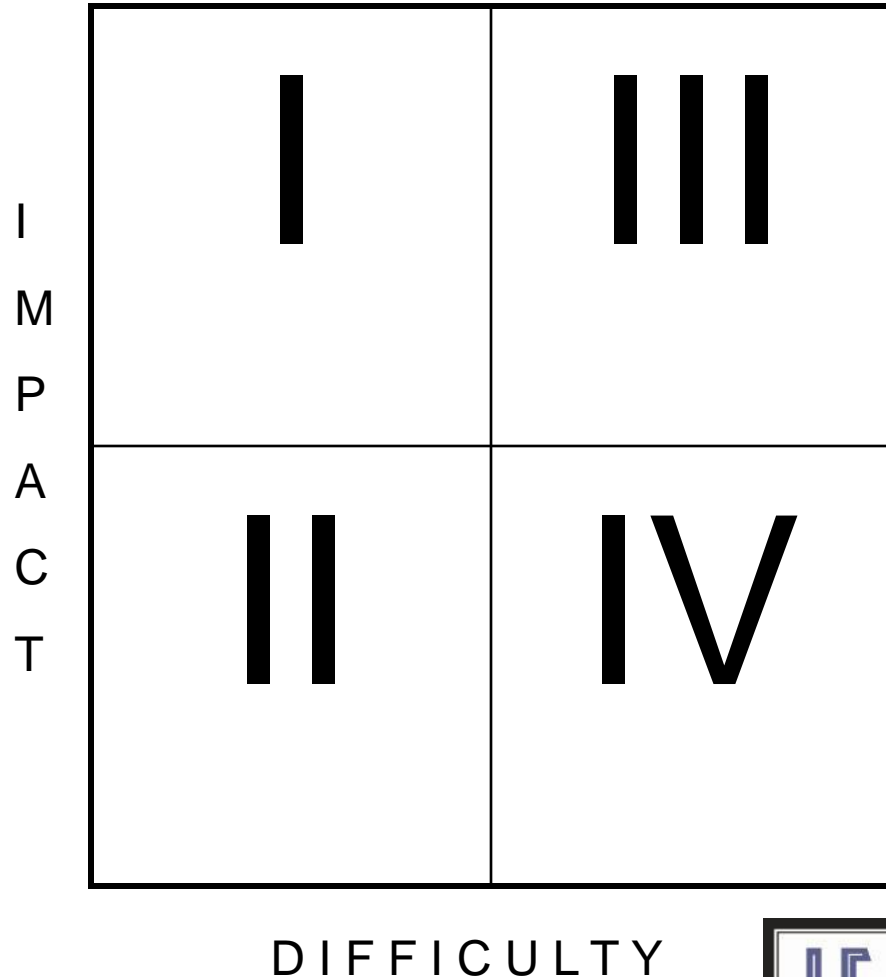
- Standardize Payment Plan
- New Way to Track Payments
- Transfer Some Duties Away from ELS
- Reduce Wasted Steps
- More Electronic Forms
- Collect More Types of Debt
- More Payment Methods
- No More Attesting Documents
- Have Specialized ELS
- More Collections
- Standardize spreadsheet
- Change Certified Mail Process
- Staffing/Equipment
- Spreadsheet Improvements
- System/Electronic Improvements
- Reduce Handoffs – Speed Process
- Broadens Scope of Collection Actions
- Procedure Improvement
- Streamline JA/Lien Process
- Create Success Measurements



De-selection Process

Dana Barrer

- Identifies
 - Impact to customer
 - Difficulty implementing
- Helps to rate/rank solutions to resolve issues while identifying ease of implementation



Amy Carrell



Results

Sandra Taylor

	Current	New	% Change
Total Steps	318	205	-35.53
Total Delays	43	19	-55.81
Average Delay Time - Days	1,151 days 3 years, 55 days	764 days 2 years, 34 days	-50.65
Value Added Steps	8 steps 2.51%	7 steps 3.40%	
Decisions	69	48	-30.43
Loop Backs	16	9	-43.75
Total Handoffs	40	9	-77.50
Lead Time - Days	3,002 hours	2,408 hours	-19.79

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Homework

Joe Bervid

Item Description	Person Responsible	Due Date
Dana's demand letter – Determine threshold and standard procedure?	Sandra Taylor, Dana Barrer	90 day
Dana's demand letter – Create format	Dana Barrer	30 day
Create standard payment plan terms and procedures	Sandra Taylor, Tena Gaskill	90 day
Work on letter templates	Dana Barrer	90 day
When do we send distress warrant? Determine and write/update procedures	Sandra Taylor	90 day
Asset search – what needs to be involved in asset search? Create asset search checklist, create way to track asset searches, create training, create procedures	Tena Gaskill	30 day
Distress warrant procedure to include sending DW to registered agent	Sandra Taylor	90 day
Split check delay for payment from sheriff/clerk	Tena Gaskill	30 day
Procedure files missing in sleeve (ELS pulls file fills out card puts in outbox & clerk puts in sleeve files)	Tena Gaskill	30 day
Discuss acct. maint. Priority – appeal may wait for 30 days	Sandra Taylor, Randy Hendrickson	30 day
Using common printer when ELS is updating a manual debit	Tena Gaskill	30 day
Determine priority of accounts in collections (how many are we going to still chase, when to stop) refer to item 1	Sandra Taylor	90 day
Bankruptcy money- capture them? (compare bankruptcy with revenues)	Joe Bervid	90 day
Threshold for pursuit of bankruptcy dollars	Joe Bervid	90 day
Legal work on new owner (training refresher on successorship)	Tena Gaskill	90 day
Standardize spreadsheet - create new spreadsheet - same for each ELS	Jason Tyron	30 days
Create unpaid contribution worksheet that can be populated from system – links up with JA, Lien, Distress Warrant and worksheet (1541) – make sure it adds up sums and calculates interest, update to include fees (if necessary), include memo number	Amy Carrell	90 days
Determine if JA, Lien and distress warrant can be done as fees, such as subpoena fees.	Joe Bervid	30 days
Discuss fees and types of fees – what is the collection process for each?	Tena Gaskill	90 days
Get Tyler a printer	Sandra Taylor	30 days
Talk about in collections meeting – how to verify county for lien. Determine standard procedure.	Tena Gaskill	90 days
Research online certified mail process. Talk to Jodi Douglas.	Tena Gaskill	90 days
Review process/assess errors – take samples of JA, Lien, DW and process.	Tena Gaskill	1 year
When does ELS have to change figures on Lien?	Tena Gaskill	90 days
Create procedure documents, including work priorities, for new process. Train collections personnel.	Tena Gaskill	6 months

36 total homework items!



Team Member Experience

- Barb Tapscott
- Randy Hendrickson
- Tena Gaskill

Comments

- Dennis Schwartz, IWD
- Mike Rohlf, Department of Management

**We welcome your
questions and comments!**

